

BA (Hons) Leadership and Management Skills for the Workplace



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INTRODUCTION to Greenfield Independent Day and Boarding School



GREENFIELDS INDEPENDENT DAY & BOARDING SCHOOL



Fig:1 Greenfields School, Sources: (Greenfields School Trust, 2022)

Greenfields School is set on the edge of the Royal Ashdown Forest with beautiful scenery. Priory Road, Forest Row, East Sussex, RH19 5JD England, the school is governed by the Head of School and Board of Trustees.

Every class at the school is small enough for teachers to pay attention to each learner, monitor their progress carefully and not let them slip by the wayside, every learner learns at their own pace and makes progress and improves.

The school like any other independent school, covers a broad National curriculum standard however in some subjects they employ the elements of the Cambridge University Framework of Study which offers a wealth of educational

resources and prepares the Learners for taking the IGCSE (International General Certificate of Secondary Education)

Greenfields School is currently housing about 220 learners characterized by the Infant School, Pre School, Lower School, and Upper School. (Greenfields School Trust, 2022)

- Number of students– 220 (of which are 30 Boarding students)
- Number of staff– 50 (40 permanent and 10 part-time/temporary staff)
- Number of Teachers–20
- Teaching assistant– 8
- Management staff– 14
- Extra Curriculum activities staff– 8

The project - Developing a new strategy for on-the-job training.

The Organisation and the employees need improvement for many reasons.

- To create a proper communication channel.
- There is no well-set-up library with an information system set up.
- Appraisal programs are not done as needed.
- Improve strategic decision-making in situations that require layoffs, and succession planning; Be able to discuss with their manager their present job, their development and training needs and their future.

PERFORMANCE MANAGEMENT

Performance Management is an ongoing process of communication between an employee and his/her supervisor throughout the year, it is done to support the employees and the organisation to achieve a strategic objective. The process includes Clarifying the expectations, setting purposes, classifying goals, providing Feedback, and reviewing results. (Armstrong, 2021)

Performance Management Cycle in Greenfield School

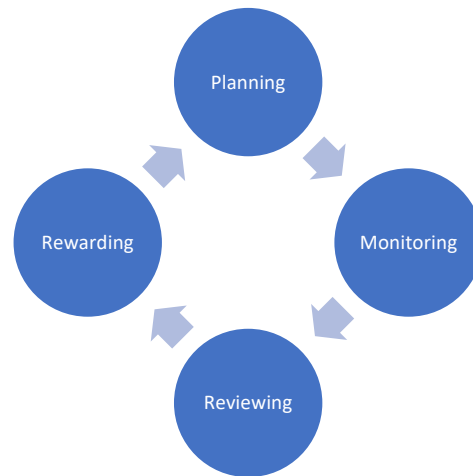


Fig 2: Sources- (Armstrong and Taylor,2014)

PM Cycle

The performance management cycle is a process of management, it is an HRM drivers' techniques which corresponds with the plan-do-check-act model (See Figure 1)

The PMC includes the process of Performance planning, performance monitoring, performance reviewing, and performance rewarding.

Performance Planning- stage-specific goals are clearly laid out and decisions are jointly made by the manager and the individual during the planning part of the PM sequence. Such as what is to be accomplished and how it should be achieved, and why it is important.

Measurable - the goal must be defined and measurable indicators to tell if it has been achieved, for example, growth rate or quality of production.

Achievable- the goal should be challenging and realistically achievable.

Relevant-the goal should be in line with both the employee's job and the overall goal of the organisation.

Time- there should be an agreed-upon time frame for the goal to be completed.

Monitoring performance- focuses on how well an employee is doing monthly or quarterly, it is used to improve individual progress, offer help if needed, assist in solving problems where they exist and adjust goals if necessary.

Performance review- provides a central point for the concern of key performance and development issues. It is at the performance review meeting that the five primary elements discussed - agreement, measurement, feedback, positivity, and dialogue can be put to good use. It leads to the completion of the performance management cycle by bringing up to date the points discussed.

This evaluation includes questions like:

was the organisation's goal realistic?

was the goal in line with the original objectives?

How well did the employee complete their task?

Did the employee gain useful experience or skills?

Performance Reward-management should relate to a reward system to support employee motivation. Performance management, when carried out well gives employees support in their career paths. It also includes an increase in compensation, a one-time bonus, and a positive review. There are different types of recognising staff effort within the school which can be through recognition through feedback, the provision of more opportunities to be achieved, and the scope to develop skills and guidance on career paths for teachers and other admin staff.

(Armstrong & Taylor,2014)

There are different types of appraisal methods at Greenfields School:

- Self-Evaluation such as a SWOT analysis or skill audit
- 360-degree feedback
- 540-degree feedback
- Rating scale
- Management by objectives
- Shadowing /peer observation
- This report will cover two of the above appraisals such as the 360-degree feedback and Management by Objectives also known as MBO.

360-DEGREE FEEDBACK

Performance Appraisal

360-degree feedback is a periodic assessment of an employee's job as measured by the competency expectation set out by the organisation, such as Greenfield School. The performance assessment usually includes the core competency requirement of the organisation also the competency specific to the employee. Most employees want direction, freedom to get their job done, and encouragement, not control. The solution is to make the performance Appraisal system collaborative development systems as follows:

- Coaching
- Counselling
- Feedback
- Tracking
- Recognition

When employees are encouraged the team members grow through these interactions. (Armstrong, 2021)

Employees and Employers

What Employers can gain	What employees can gain
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Identify where management can improve to increase productivity and work quality	Supports Employees' skills and career development;
Address behaviour issues before the impact departmental productivity;	Know what is expected of them;
Encourage employees to contribute more by recognising their talents and skills;	Know what they need to do to reach their goals;

360-degree feedback is a process used to provide an evaluation of an employee's performance. It is based on the anonymous feedback gathered about a member of the organisation from various people they have been working with. It is usually their Line managers, subordinates, and peers. A 360-degree is aimed to help the employee. (Armstrong, 2021)

It helps the employee to understand their strength and weakness. It helps to shed light on the aspect of their work requiring coaching and specific assistance.



Fig 3: 360 Degree-feedback sources: Theintactone.com

Advantages

Increase teamwork - so increases relationships with colleagues at Greenfields School, for example, if a colleague was not doing well at their post, 360 Degree Feedback was done and the Personnel manager put together a short Management Developing course for this colleague it was a one-week course, the aim of the course was to increase this staff efficiency job.

Encourages a culture of performance- From the above example, this colleague after the course was more focused on her job and greater awareness of the culture of the team.

It creates a sincere dialogue- between the managers and the individual. (From the above example) Before the employee was assigned the Management Development course, the Personnel Manager at Greenfields School address the issue with the employee after which they both agreed a short course would improve the situation. (Armstrong, 2021)

It promotes self-awareness- for instance when the dialogue was held with the employee, they knew the employee should enrol on a course to increase their efficiency at which point their performance increased and this employee recognized the usefulness of taking part in the process.

Disadvantages of 360 Degree-Feedback at Greenfields School.

- **It might possibly cause tension among employees by having to take the evaluations of others, however, this is soon forgotten once the employee is performing the role.**

- Receiving 360-degree feedback from many employees may be overwhelming for the individual, especially if the person cannot handle negative criticism.
- Some feedback may be from the general impression they got from the individual.

The benefit of 360-degree feedback to Greenfield

- It increases employees' morale and thus increases their efficiency.
- 360-degree feedback helps employers learn more about the managers and their strengths and weakness
- It helps Managers understand employees' behaviours and conduct in-relate to their roles.
- It helps the Mangers understand how their actions affect the employees.
- A 360-degree feedback appraisal contributes to the efficiency of the employee by increasing the employers' self-awareness and it helps leaders align themselves with the required competencies for success, for example, Continuous Development, and authentic team playing.

This section will discuss 360-degree feedback being the right technique for Greenfields School

The 360-degree feedback appraisal is the right technique because it is effective when applied to the benefit of the managers and employees. It helps to clarify expectations, so the employee is in line with his/her goals and objectives.

Another reason is the right technique, for example, there were some activities which an employee did not notice were part of their role. No attention was paid to this area, despite it being part of their job. The HR Manager saw the employee on these points, and they dialogue the weakness in those points and discover those points were irrelevant to the current role. They discussed and looked at how those points can be changed to fit the current times; a development course was proposed which they both agreed, and the employee completed the course. Ever since the employee has gained the knowledge required and became effective in those areas as well. (Greenfields School Trust, 2022)

Having done this Module with all the Knowledge and Experience gained it is Clear Greenfields School need some Improvement.

The organisation need improvement because of several internal and external factors such as the rising of competitors in the sector, change of legislation, the rapid development of technology and globalisation, therefore an organisation such as Greenfields School must continuously develop itself for the benefit of employees, students, and the stakeholders to remain in the educational institution sector.

MANAGEMENT BY OBJECTIVE (MBO)

Management by Objectives is a strategic management model that aims to improve the performance of an organisation by clearly defining objectives that are agreed to by both management and the employees.

It is also considered as a managerial process and tool to achieve its goals.

Goals and Objectives are important in MBO. They are developed by employees and management, reviewed, and re-assessed from time to time.

This process is done by the management knowing what drives the organisation and set methods which are put in place for the employees to achieve them and if the employees achieve them. (Armstrong, 2021)

Some steps which delineate Management by Objectives are:

- **Determine the organisational goals.**
- **Determine employees' objectives.**

- Constantly monitoring progress and performance
- Boosting employee performance
- Identifying and resolving barriers
- MBO performance appraisal and performance indicator

Advantages

- Measurable goals
- Improved communication.
- Career development
- Employee empowerment
- Improve the firms' performance.

Disadvantages

Because MBO is focused on goals and targets, it often ignores other parts of the firm such as– Culture of conduct, a healthy work ethos, and areas of involvement and contribution. Greenfields School faces some challenges in retaining its workforce many direct and indirect costs can be incurred when an employee leaves because of the business competition the HRM.

If the objectives are not specified it is difficult to measure them which creates a barrier to achieving the set objectives.

The employees may feel that the objectives are not realistic which acts as a stop to achieving them. For example, at Greenfields School, if the job depends on another department (year one Teacher) completing a task before their can learners can move on to year two given that a particular subject was not taught to the year one, this might disrupt the whole curriculum for that class. So, it is important when concerns are raised, they are dealt with appropriately. (Rees, D.W., Porter, C.,2015)

How it has benefited the organisation.

- By specifying the organisational goals, they have a clear way forward to achieve their objectives.

- It creates a state of employee motivation, satisfaction, commitment, and loyalty which show the behaviour of the employee. Relating to Greenfields School for example, because the MBO plans are set out with the employees, and they are all aware of the goals and objectives of the organisation, they are all committed to their role and produce with great satisfaction. There are employees who have been with the school for 15 years they have become part of Greenfields Educational Trust.
- By decreasing employee turnover this has lowered the rate of absentees
- When one department reaches its objectives, it reacts positively to the other departments encouraging them to reach their objective as well. (Armstrong, 2021)

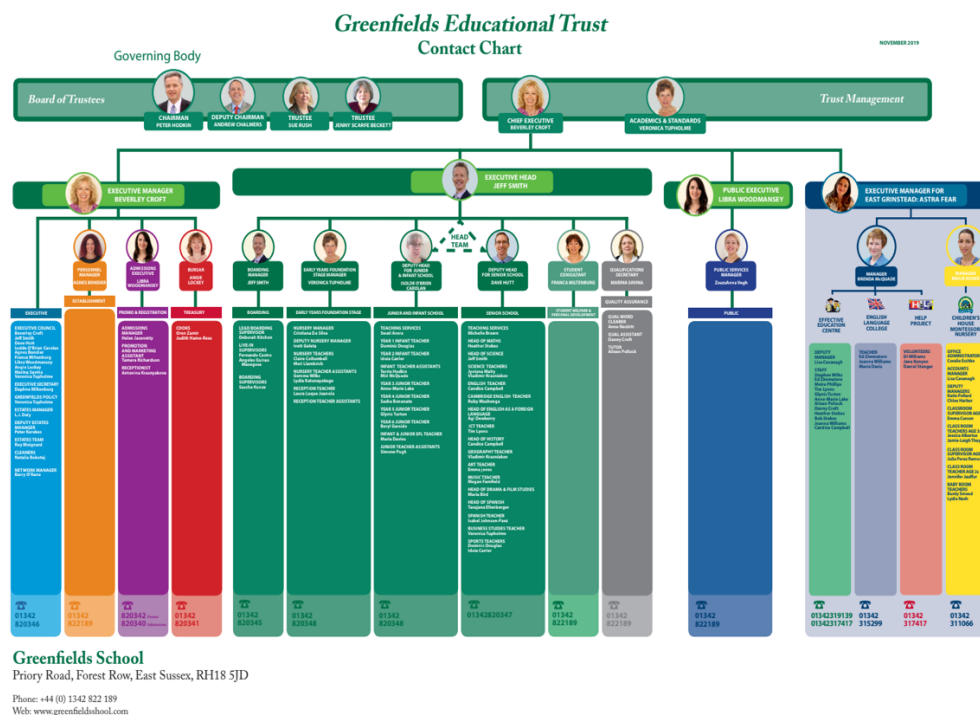


Fig 4: Greenfield Organisational Structure (Greenfields School Trust, 2022)

How it has contributed to the efficiency of the employees at Greenfields School

It has contributed to the efficiency of the employee in different ways–

- Role satisfaction
- Increased employee motivation to complete the days' tasks.
- Encourage Two-Way communication among the employees.
- Increase commitment from the employees and management.
- Goals are aligned with resources. Galton College, 2023

This technique was chosen because.

- The employees understand their role in achieving the objectives, they take responsibility to achieve the goal and objectives.
- The step is for the employees to be aware of their goal, responsibility, and role within the organisation, so the employee understands why they are important Each individual has a set of goal to achieve and through the achievement of those goals everyone is contributing to the overall objective of the organisation and its goal.
- Monitoring is an important method how HRM can tell if the technique is achieving its goals.
- Setting specific objectives for each employee which can be measured for example such and such per day must be met per day.

Recommendation

540-DEGREE FEEDBACK

540-degree feedback is an upgrade from 360-degree feedback. It is an employee performance appraisal approach with multiple appraisals. The 540 Degree-

feedback approach includes supervisors, peers, subordinates, self and even stakeholders (Customers or Clients). The individual receives feedback from all the people he/she has interacted with since being at the organisation.

Advantages

- Learning about areas of your business that could be improved.
- Identifying areas that could be improved.
- Improving performance and profitability.
- Increase job satisfaction and motivation.
- Surface and resolve any grievances.

Disadvantages

- It can be time-consuming.
- It can be overwhelming to managers with many employees.
- They are based on human assessments.
- They could be subject to errors and biases.
- It can be a waste of time if not done accurately.

PERFORMANCE DEVELOPMENT PLAN (PDP)

SMART OBJECTIVES

(Armstrong, 2021)

Development Objectives	Priority	Activities to be taken	Resource	Target Start Date	Target End Date	Criteria for Success
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Develop strong communication. at Greenfields School	Very Important	Speech, Communication activities at work and identifying barriers to communication. The 7Cs Method by Peelen, E. & Beltman, R., 2013.	Seminars, Training Room, Computers, Professional and speaker	24/05/23	24/06/23	Check every 6 months the HRM
Team Building Workshop at Greenfields School	Ver Important	Belben Tuckman Stages of team building.	• Module handbook • Computer • Training space • office	24/06/23	24/07/23	HRM to check every 6 months
Leadership Styles	Very Important	CIPD Leadership Course	• Module Handbook • The Modules • Computer • Training space	24/07/23	24/08/23	As Given above
Conflict Management Program at Greenfields School.	Very Important	Thomas Kilmann Conflict Management: ▪ Competition, ▪ Collaboration, ▪ Compromise ▪ Avoidance ▪ Accommodation	As Given above	24/08/23	24/09/23	As given above
Time Management	Very Important	The Eisenhower Metrix: How to	As given above	24/09/23	24/10/23	HRM to check

		Prioritize your to do list. ▪ Important ▪ Not important				every 6 months
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CONCLUSION

In summary, the introduction of Greenfields School

Discussed PM and its attributes,

Discussed PMC at Greenfields School and the benefits to the employers and to the employees.

Further discussed 360-degree feedback and the advantages and disadvantages.

What MBO is, its advantages and disadvantages to Greenfield School and how it has benefited the organisation.

Lastly, recommend 540-degree feedback methods to Greenfields School.

PDP: Greenfields School Smart Objectives

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Abbreviations

PM– Performance Management

PMC- Performance Management Cycle

MBO– Management by Objectives

PDP– Performance Development Plan

HRM– Human Resource Manager (Management)